

## **Process Optimization @ Siemens: Critical Factors and Criteria for Project Success**

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Multinational companies require corporate guidelines in order to standardize their processes on a global level. With two assignments the process application and optimization at Siemens has been analyzed and supported in different global business segments:

1. Case: Implementation of the Global Project Management Guideline of Siemens
2. Case: Implementation of LEAN Development for the Product Lifecycle

Success is the fundamental driver for all activities in the area of process development and improvement and subject of the further elaboration. However the term of success itself is not unambiguous defined and depending on the context, business dimension and personal understanding. For a deeper comprehension it is analyzed according to Peter F. Drucker approach of efficiency and effectiveness. Furthermore the difference between success criteria as principle for judgment and success factors as result influencing circumstances is investigated, pointed out on concrete research results in general and transferred to the Siemens project management process approach.

Likewise the concepts of general and specific success criteria and factor handling are pointed out and connected with the underlying theoretical perspectives towards project management.

Finally the up-to-date research activities are critically investigated on the basis of Sönderlund and related to the question whether the research activities are targeted on either fundamental scientific issues or on industry needs.